

NO CHANGE in Class.

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1 February 1954

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Notes for Thirteenth Agency Orientation Course

You asked me this morning to give you some suggestions for your talk at the Thirteenth Agency Orientation Course on Friday, 5 February. I believe that the announcement you made this morning about the appointment of Mr. [REDACTED] could be profitably enlarged upon because it represents a most important forward step in the Agency's history. 25X1A9a

You, the DDCI, the Deputies and most of us at the Assistant Director level have been so consumed with the problems of the day that the sheer weight of the "in-basket" load has kept us from applying ourselves to the vital problem of long-range planning.

Long-range planning affects every individual in the Agency and therefore will be of particular interest to your audience. It is the one thing that I constantly hear the Agency criticized for, and though perhaps Mr. [REDACTED] main concern will be with long-range operational planning, I hope that his efforts will also encompass personnel planning. The two must go together. 25X1A9a

Too little attention has been paid in the past by those who approve operations to the question of whether the operations are to be planned and implemented by qualified people. By "qualified" people, I mean "trained" people.

If you agree that the success of an operation depends upon the skill of the people planning and directing the operation, long-range consideration must be given to the preparation of these people. Rome was not built in a day, and the Korean language cannot be learned in a week.

Ever since the Jackson Committee Report was released, as approved by the President, I have quoted, whenever possible, the following paragraph--Part II, Chapter 6, Page 87:

"The greatest limitation on effective covert activity is the shortage of skilled personnel. Although the total personnel strength of CIA is probably adequate, only a small part of it is as yet qualified to plan and carry out

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covert operations effectively and securely. The Committee recommends that for the immediate future CIA give higher priority to training, development of improved operating principles, and expansion of its pool of qualified operators, and construction of a covert mechanism abroad. In making this recommendation, the Committee recognizes that such a policy might reduce CIA's current capabilities. It would mean, however, that within two or three years its capabilities for secure and effective operations should be greatly enhanced."

That paragraph calls for long-range personnel planning and training, and although this paragraph from the Jackson Committee Report was approved by the President last June, there has, to the best of my knowledge, been no action taken. I am constantly asked when some action is to be taken on this specific recommendation.

25X1A9a

██████████ will have quoted this at the Orientation Course on the Wednesday preceding your Friday talk, but, of course, he will not have been able to say whether any action can be expected. You may wish to make some comment on it and to say that this is all part of the long-range plans which the Agency is now embarking on.

MATTHEW BAIRD  
Director of Training